

☒ UNCLASSIFIED ☐ INTERNAL USE ONLY ☐ CONFIDENTIAL ☐ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Training 3-1

FROM:

Inspector General

EXTENSION

NO.

DATE

10 January 1969

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director for Support

EB

2.

Registry

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

MORI/CDF Pages 5 & 6

69-0192

10 January 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Review and Evaluation of Career Trainee Systems

1. At the deputies meeting yesterday afternoon, Colonel White suggested that I provide you with the reports prepared in response to the President's call for a survey of career trainee systems. Our report was prepared by [redacted] of the Office of Personnel, based on meetings held by a committee made up of representatives of each of the four directorates.

STAT

Your representatives were [redacted]

STAT

[redacted] Also attending the committee meetings were [redacted] of the A&E Staff and [redacted] [redacted] Director of the CT Program.

STAT

STAT

STAT

2. I also attach [redacted] analysis of the results obtained from a questionnaire prepared by the Civil Service Commission and filled out anonymously by 300 recent Agency employees of professional rank.

STAT

STAT

3. [redacted] has been asked to prepare an analysis of his results by directorate and also a more comprehensive analysis based on the narrative data produced in Part III of the questionnaire. These will be forwarded to you when received.

STAT

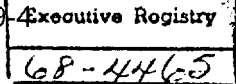
STAT

[redacted]
Gordon M. Stewart
Inspector General

cc: Executive Director-Comptroller (w/o att.)

Page Denied

Next 1 Page(s) In Document Denied



DD/S 68-5175

THE WHITE HOUSE
WASHINGTON

October 10, 1968

MEMORANDUM FOR

THE HEADS OF DEPARTMENTS AND AGENCIES

We in the Federal Government have the responsibility - indeed the challenge - to attract talented young people to employment in the Federal service and to develop them to the highest level of their ability. At this time, that challenge is a particularly compelling one.

Young people today display an unprecedented desire for direct involvement and participation in the difficult problems facing our nation. If channelled fully, their energy, questioning spirit, and idealism could become critical forces in renewing and refreshing our governmental institutions.

In this age of constant change, yesterday's theories about career training soon become irrelevant to the needs and demands of the new generation. It is time to reexamine our assumptions; it is time for a fresher and closer look at our systems for recruiting, selecting, placing, training, and above all, utilizing career trainees.

I am, therefore, asking each department and agency to create a committee through which young trainees representing various disciplines and programs can review and evaluate all aspects of the systems through which they have become part of the Federal workforce. Members of the committee should include representatives from:

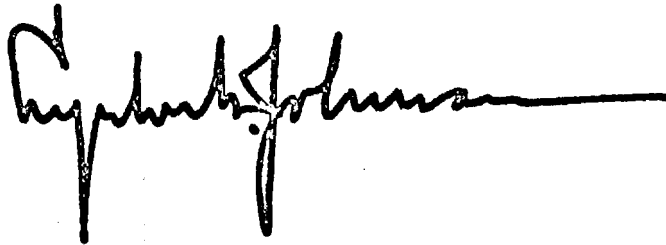
1. the present and recent past career trainees
2. your immediate staff
3. your personnel office
4. line managers and supervisors who have worked with career trainees.

The director of your committee should be an individual who is genuinely interested in the development of young people, who can effectively direct the committee's operations and who can keep you regularly informed of its progress.

I suggest four questions for initial exploration:

1. through what channels does your agency insure that the ideas and suggestions of young employees are solicited and considered by the managers with authority to act?
2. to what extent do career trainees participate directly in the design of their training programs and in the structure and content of their work assignments?
3. to what extent can young people working in the Federal government serve as a link between the government and the student community?
4. how can minority group participation in career trainee programs be increased?

I am asking the Chairman of the Civil Service Commission to coordinate the efforts of all the agency committees. He will be in touch with you very soon concerning this study.

A handwritten signature in black ink, which appears to be "Lyndon B. Johnson". The signature is written in a cursive, flowing style with a long horizontal line extending to the right.

Approved For Release 2006/10/14 : CIA-RDP84-00780R003700090029-4

Page Denied

Next 6 Page(s) In Document Denied

SECRET

FILE

Training 3-1
DD/S 68-5319

25 OCT 1968

**MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Inspector General**

**Attached is a copy of the memorandum I discussed
at the Deputies' Meeting today. I believe this will provide some guidance
to you in the selection of membership for the Agency committee on career
trainees in the Federal Service.**

SIGNED R. L. Bannerman

**R. L. Bannerman
Deputy Director
for Support**

**Att: Memo dtd 22 Oct 68 for DTR fr C/CTP,
subj: The President's Memorandum
Concerning Junior Professionals--DD/S 68-5319**

**cc: D/Pers w/att
DTR**

DD/S:RLB:maq (24 Oct 68)

Distribution:

- Orig - DD/I w/cpy DD/S 68-5319**
- 1 - Ea following adse w/cpy DD/S 68-5319**
- 1 - DD/S Subject w/O DD/S 68-5319**
- 1 - DD/S Chrono**
- 1 - [] w/cpy DD/S 68-5319**

25X1

SECRET

**GROUP 1
Excluded from automatic
downgrading and
declassification**

Approved For Release 2006/10/14 : CIA-RDP84-00780R003700090029-4

Page Denied

SECRET

22 October 1968

MEMORANDUM FOR: Director of Training

SUBJECT : The President's Memorandum Concerning
Junior Professionals

1. On the assumption that there is to be an intensive exploration of this question by a specially-designated committee, my remarks will be both general and cryptic. As of this writing I have received comments from the Registrar's Office, the [redacted] Staff, and the Chief of Administrative Training, Support School. These comments are attached. In addition, of course, the subject has been discussed within the CT Staff whose thoughts are incorporated herein. 25x1

2. The first observation I have to make is that there is very frequently a marked contrast between what veteran Agency officers expect of Career Trainees and what Career Trainees expect for themselves. The former group expects, naturally enough, that CTs will earn their spurs by learning fundamentals of the profession and carrying out duties generally associated with apprenticeship. By contrast, today's bright young people tend to be an ambitious, pretentious lot who want to get involved in the "big" picture in a hurry, who are little prepared for detailed and routine work or, in other words, for starting at the bottom and slowly working their way up. Our training program, portraying as it does the "big" picture and the more interesting aspects of intelligence efforts, does not substantially alter the CT's expectations. Too frequently the realities of an initial job come as a major disappointment.

3. Consequently, I believe this is a critical aspect which deserves serious attention. As I have already communicated to you on several earlier occasions, I believe that our own Career Training Program is trying to serve too many masters. On the one hand, we are being told to recruit top flight young people, but in the same breath are told to do so on what has amounted to a mass basis in order to fill a substantial percentage of junior professional positions in the Agency. We've got to make up our minds -- either we recruit top flight people and put them in jobs carefully determined to challenge them, or we recruit more modest talent for routine jobs. A minimum per capita investment of \$20,000 suggests the former approach.

SECRETGROUP 1
Excluded from automatic
downgrading and
declassification

SECRET

4. A corollary of the above, and a matter apparently underscored at the recent Civil Service Conference in Fredericksburg [redacted] 25X1 [redacted] is that on-the-job development of the junior professional is at least as critical as the selection and pre-job training. There is no comprehensive program in this Agency, insofar as I am aware, which is concerned with the responsible development of the junior professional officer. There are some enlightened supervisors who do this, but only out of personal initiative and experience. There is no career management program; the Career Training Program has practically no voice in the use of a Career Trainee once he or she is assigned; and the Career Trainee rarely finds fertile ground for expressing a viewpoint about the nature and dimension of his work, at least at Headquarters where his key first assignment normally takes place. You are well aware, of course, of the Director's personal concern about the management of CTs and of the findings of the Committee on Professional Manpower. 25X1

5. Turning to the first of the four questions posed by the President, i.e., the channels by which young employees can offer their ideas and suggestions, there is no systematic channel. Trainee critiques at the conclusion of courses are solicited in some instances, accepted in others, and left unmentioned in still others.

6. Informal discussion between trainees and Agency officers with whom they come in contact -- CT Staff, instructors, guest lecturers, desk supervisors -- provides an opportunity for the trainee to express himself, but not with any assurance that his comments will receive serious consideration or be brought to the attention of those who can do something about it. For example, the recent conferences [redacted] on the revision of Operations Course II and the review of OFC and OC I involved no trainees, but practically every conferee had been exposed in some degree to trainee views, some current, some dated. 25X1

7. Most of us will agree, I think, that a good many aspects of clandestine operations training are alien to trainees' experience and direct transference of their ideas to training and job responsibilities almost necessarily require some professional seasoning. A procedure is being instituted whereby overseas returnees will be debriefed concerning the relevance of training to their field assignments and there is honest expectation that training adaptations are likely to result.

SECRET

SECRET

8. Interestingly, a CT in a recent Intelligence Production Course came to me to say that a group in his class, for which he was the spokesman, had certain ideas about the training program which they wished to convey. When I invited them to meet with me on the subject, he consulted the group and returned to say they had decided against such a step, partly because they might be "blacklisted" by the Staff and instructors. Assurances to the contrary were unavailing.

9. On the other hand, you recall that the A&E psychologists recently conducted a survey of attitudes among some 80 CTs who were just completing Operations Course I. That survey, conducted with assurances of anonymity for the respondents, indicated that these CTs overwhelmingly believed that they had been free throughout training to express their views and to have them received favorably.

10. With regard to assignments, there is a reasonably systematic procedure developed between CTP and the three Directorates which are major recipients. Each assignment procedure is centralized by the Directorate and in two instances -- DD/P and DD/I -- unnecessarily cumbersome. But not only are CT preferences for assignment formally solicited; they receive serious consideration in the assignment mechanism. These preferences have to do only with designating components, however. They do not extend to specific jobs -- knowledge of which is normally lacking to the CT -- nor to the structure and content of these jobs.

11. Career Trainees, with only rare exceptions, are in cover status while in the Program and therefore are not ordinarily encouraged to serve as a link between the Agency and the student community. CTs are encouraged to submit names of friends and associates for employment consideration, but approaches to such individuals normally are made on a "blind" basis to protect the cover status of the CT. CTP has not been involved in operational approaches to students nor in any other efforts initiated once the CT is assigned to a job.

12. Our record of selecting members of minority groups for participation in the Program is modest at best. Until 1966, most CT Classes had at least one Negro member -- not for the sake of tokenism but simply because among the few applicants available, fewer qualify. We have not

SECRET

SECRET

relaxed standards in order to select members of minority groups. We have not had a Negro CT since 1966, although an Internal has been accepted for the November 1968 Class. CTP has recruited an average of one Chinese-American annually, no Puerto Ricans to my knowledge. Currently, we have only one Negro external applicant in process. The Director of Personnel, whose Office is responsible for providing our applicants, told the last Midcareer Executive Development Class that graduates of Negro colleges, as well as Negro graduates of other colleges, are interested primarily in professions such as law, teaching, and the military services. Partly as a result of the study of the Committee on Professional Manpower, the Agency's recruitment effort is to be concentrated on some 100 colleges and universities which the record shows have been most productive in supplying Agency careerists. Negro colleges probably are not included.

13. While not a minority group as such, the question of female junior professionals is likely to arise. The CT Program characteristically selects a class which has a 10% female enrollment, despite the fact that the attrition rate for women CTs is about twice the rate for men.

14. Attached hereto is a listing of recommendations for possible members of, or consultants to, the special committee which is to be established. We think it is important that a significant voice, perhaps the overwhelming voice, should be given to Agency officers who are close enough in age and attitude to understand some of the new phenomena by which young people are influenced, yet experienced enough within the profession to reconcile the differences between the generations and traditions.



25X1

Chief, Career Training Program

Attachments

SECRET

Page Denied

Next 3 Page(s) In Document Denied